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DDA 77-1932

7 APR 1977 DD/A Registry
File Public Relations

MEMORANDUM FOR: Assistant to the Deputy Director of Central Intelligence
FROM : John F. Blake
Deputy Director for Administration
SUBJECT : CIA Outreach for the Public
REFERENCE : Multiple addressee memorandum from A/DDCI dtd 5 April
1977, same subject

1. I have reviewed referenced memorandum and its attachments and have asked for certain comments from my staff. These are summarized below.

2. We in the DDA enthusiastically support increased efforts to reach out to the public and to explain to them the true nature of CIA and its activities. We realize, however, that such an outreach is a difficult matter and one which must be carefully handled in view of the negative publicity that has accrued to the Agency in the last several years. As regards the specific suggestions which were promulgated by referenced memorandum, we support the activities that are presently being conducted, and we have the following specific comments relating to the proposals for future action which were included in that document:

a. Encourage more analysts to speak to classes and seminars on campus.

We believe that wherever possible articulate and knowledgeable Agency professionals should, indeed, speak to classes and seminars throughout the country. We believe this particular recommendation which restricts itself to "analysts" is unduly narrow. There is much to be said for Agency managers who do not qualify as analysts to speak to various community groups throughout the country.

b. Sponsor conferences at Headquarters for members of the many professional associations that correspond to our analytical specialties.

Here, again, we buy the recommendation but not in its more narrow term. The Agency's experience with conferences at Headquarters

has been good, and we believe that a special effort should be made to continue this type of response to public inquiry. We do not believe, however, that this type of interchange should be limited to professional associations that correspond to our analytical specialties.

c. Actively encourage invitations from professional, institutional and civic associations to speak at their annual meetings.

On balance, our experience with such groups has been very positive. We believe this should be continued but that non-sympathetic and actively critical groups and associations should be included.

d. Local groups frequently request their Congressmen to arrange for special presentations when they visit Washington.

While we should be responsive to such groups, we must bear in mind that normally they involve few people and those that are involved have special or limited interests. The commitment of our resources to deal with such groups should be governed accordingly.

e. Establish a CIA research library for scholars.

We do not believe that the commitment of the proper resources to establish a CIA research library for scholars is warranted. However, we do endorse the establishment of a modest reading room facility some place in the Washington area where scholars, curious citizens and others could have access to many of the unclassified and declassified documents which we accrue as a matter of course.

f. Write a basic fact book about CIA and the Intelligence Community for sale through the Superintendent of Documents or as a giveaway.

Historically, the publications put out by the Agency have not met the basic criteria established in referenced memorandum. We feel very strongly that unless we have the available resources and the management commitment to do an absolutely first-class job on a publication then it's better left completely undone.

g. Establish an "Intelligence Museum" at a central Washington location, e.g., the Smithsonian.

We would favor taking small steps as opposed to great leaps in the area of "intelligence museums." The Agency has had highly interesting exhibits which have been prepared and displayed in the Headquarters building. One of the most effective of these exhibits was that relating to the Cuban missile crisis and the U-2 operation. We would favor such an exhibit being offered to the curator of the Smithsonian for a special exhibit as may be appropriate. We do not favor the establishment of any permanent intelligence museum since we feel that the desired level of interest could not be maintained on any on-going basis.

h. Develop a film on the history of intelligence and the intelligence process which could be utilized as a part of the museum and also shown to public groups.

It is our understanding that a film relating to CIA and the intelligence process is being produced currently. Our feeling as regards films is that if they are very good, so much the better. If they are less than very good, they can have negative effects.

i. Study the possibility for public or commercial TV to come into the Headquarters building and develop a documentary of the role of intelligence in support of foreign policy and national security.

This suggestion offers the greatest of potential. However, it must be realized that the success or failure of such an endeavor would very probably lie completely beyond the control of the Agency. Given a fair, candid and objective producer, the resultant film could well serve the public interest. On the other hand, should the producer be interested in the sensational or exotic aspects of the intelligence process, the product could end up on a most negative note. We would urge that this particular approach be made with great caution.

3. In our review and study of referenced memorandum, we have once again reconfirmed our feelings that the most effective approach to the American public is through the use of well-informed and articulate human beings who happen to work for CIA. Former Directors Bush and Colby have demonstrated very clearly that there is high payoff to having senior officials of this Agency speak to groups of American citizens and to demonstrate by their presence that CIA is a human and concerned institution of the American society. Motion pictures should probably be produced and books should probably be written, but I feel it is important for management to focus on the fact that neither books nor movies can substitute for the impact on the public that is available through the exposure of selected senior officials who are responsive to invitations

from the wide variety of groups and organizations who regularly inquire of the Agency as to the availability of speakers. Your memorandum asked for our opinions as to what could be done quickly and, presumably, with minimal costs. I suggest that with the proper selection of individuals we could initiate positive action which would be limited only by airline schedules and ticket costs.

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John F. Blake

DDA 77-1854

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77-4508

5 April 1977

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Operations
Deputy Director for Intelligence
Deputy Director for Science & Technology
Legislative Counsel
General Counsel
Public Affairs Officer
Inspector General
Comptroller

SUBJECT : CIA Outreach for the Public

In response to the Director's request, the attached rough sketch of possible activities was prepared for his review. In his response to the DDCI, Admiral Turner noted that there are a number of good ideas outlined here, but there is no specific set of alternatives in lieu of his suggestion for a public Visitation Day at the Agency. He has requested an "imaginative, specific set of alternative activities for April and May."

The DDCI requests each addressee to assist in responding to Admiral Turner's request. You will note that most of the ideas prepared in the attached require a good deal of lead time. What is required now are suggestions for activities that might be undertaken involving a minimum of elaborate preparation.

It is requested that suggestions be submitted in the following format:

- a. Description of the activity
- b. Number and type of people to be reached
- c. Cost
- d. Pros and cons

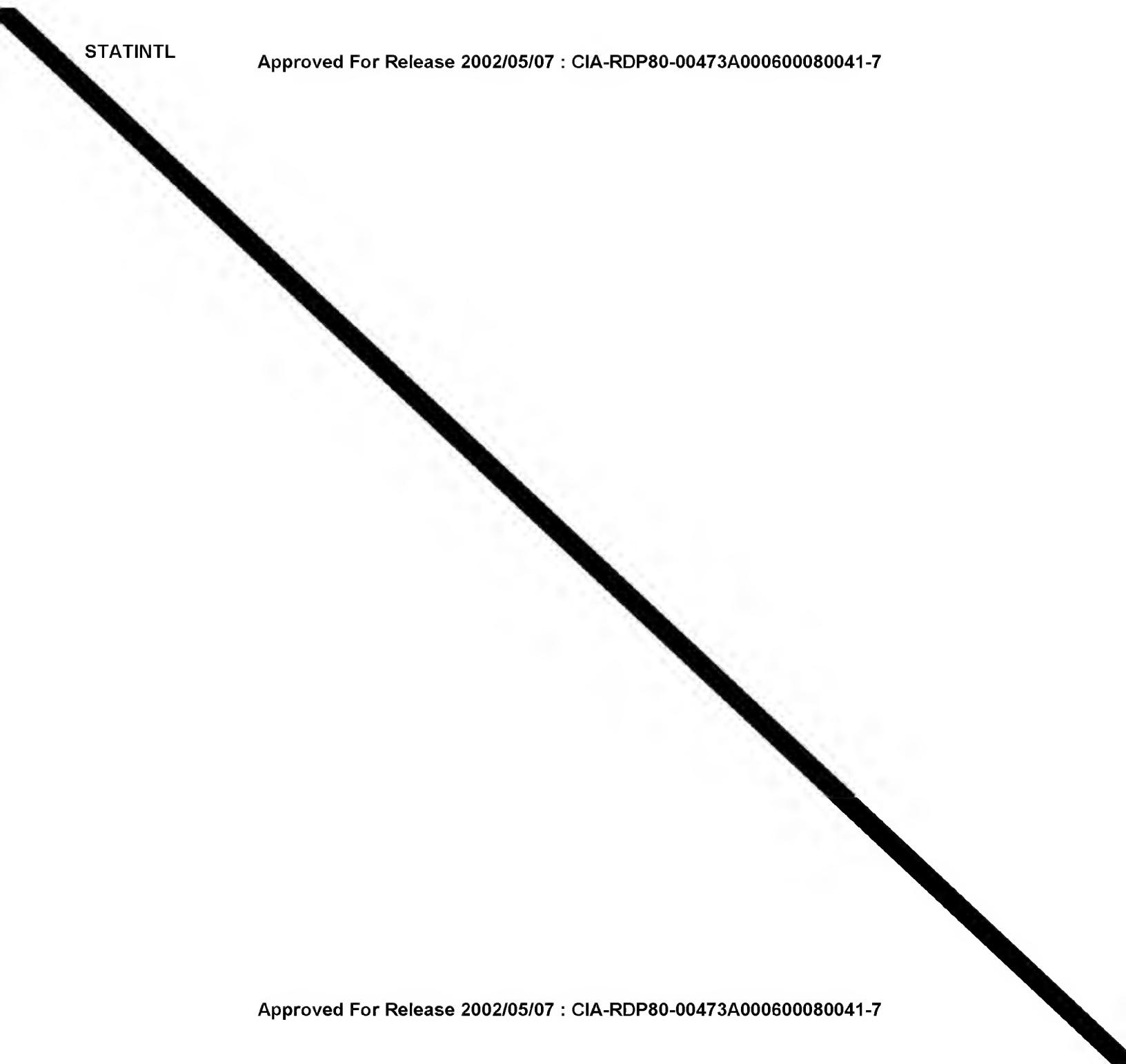
Suggestions should be received in this Office by COB, Friday, 8 April.

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25 March 1977

CIA currently is engaged in a modest program to reach academic and professional groups. Attachments briefly summarize these activities.

An OTR officer provides briefings on request to academic, civic and professional groups on the Mission of CIA. DDI hosts visiting student groups from campuses to describe CIA's intelligence research and analysis.

Speakers from the DDI also visit campus classes or student sponsored meetings for the same purpose, and DDI analysts participate actively in professional conferences, e.g., American Economic Association, American Political Science Association, International Studies Association, etc.

Finally, senior CIA officers (Directorate and office heads) brief business groups brought to Washington by the Brookings Institute, and occasionally other professional societies. The Brookings sponsored groups are hosted at lunch and then adjourn to the DCI Conference Room for a briefing on the CIA mission and a question and answer period.

These activities have been quite successful.

- (1) Participants are seriously interested - not just curious in learning about the intelligence process.
- (2) The size of the groups usually permits a free flowing dialogue.

(3) Our feedback on these activities indicates that they have a significant rippling effect, i.e., the favorable impact made by CIA speakers and briefers is transmitted to associates and peers of those who have participated.

There are a number of things that we can consider by way of expanding on these activities. Each of them needs to be studied in terms of its feasibility and resource commitment.

(1) Encourage more analysts to speak to classes and seminars on campus. One possibility would be to develop a DDI inventory of professional specialties available in CIA and to circulate that list to heads of colleges and universities with the invitation for them to ask specialists to come to campus to describe the way in which a particular discipline affects or is affected by intelligence in the service of foreign policy.

(2) Sponsor conferences at Headquarters for members of the many professional associations that correspond to our analytical specialties. We could talk to economists, for example, about the kinds of problems we in intelligence address as part of the larger U.S. foreign economic policy apparatus. Likewise for other disciplines.

(3) Actively encourage invitations from professional, institutional and civic associations to speak at their annual meetings - and when the meetings are held in Washington, invite them to visit Headquarters for Brookings-type briefings (See Attachment B) or meetings in the Auditorium, depending on the size of the group.

(4) Local groups frequently request their Congressmen to arrange for special presentations when they visit Washington. We could advise each Congressman and Senator that we are prepared to accept Congressionally sponsored groups for visits to Headquarters which would include briefings and a film showing.

Other possibilities for reaching select groups or a wider audience which could be considered are:

(1) Establish a CIA research library for scholars. Fill it with the rare and costly foreign newspapers and documents that we buy, exploit and later throw away. [redacted] materials could be sent there for public reference. Also, all FOIA downgraded materials, all declassified and unclassified work.

*2nd choice
Perry*

(2) Write a basic fact book about CIA and the Intelligence Community for sale through the Superintendent of Documents or as a giveaway. This should be good, sharp,

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descriptive, highly factual, little PR. The bicentennial publication, "The War of Independence" could be more widely exploited. In addition, we could consider how to achieve wider distribution through the Superintendent of Documents of the highly regarded CIA atlases.

(3) Establish an "Intelligence Museum" at a central Washington location, e.g., the Smithsonian. This would be a major but potentially high impact project which would document the history, techniques and substance of intelligence, tracing the role of intelligence from the Revolution to the satellite.

The theme would be to portray the gathering, collection, analysis and evaluation of information in order for the government to develop policy wisely.

(4) Develop a film on the history of intelligence and the intelligence process which could be utilized as a part of the museum and also shown to public groups.

(5) Study the possibility for public or commercial TV to come into the Headquarters building and develop a documentary of the role of intelligence in support of foreign policy and national security. There are pitfalls in this. American TV has not been very successful in

the development of documentary TV as an art form. Furthermore, previous efforts to respond to commercial TV interest in such a project have "come a copper" due to the filmer's desire to get into the most "sexy" aspects of the business. This need not deter us, however, from making an effort to work with a reputable public or commercial programmer to develop a creditable presentation.

Also attached are two reports prepared by the DCI's Management Advisory Group (MAG) in 1970 and 1974 suggesting other ideas for enhancing the Agency's image. (Attachments D and E). Some of these have already been adopted.

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25 March 1977

SUBJECT: Briefings of Non-Government Groups on
"The Mission of CIA" Given by the
OTR Briefing Officer in 1975 and 1976

Calendar Year 1975

<u>Groups</u>	<u>Number of Briefings</u>	<u>Numbers Briefed</u>
1. High School	25	3,532
2. College	29	1,097
3. Civic & Professional	9	413
Total:	63	Total: 5,042

Calendar Year 1976

<u>Groups</u>	<u>Number of Briefings</u>	<u>Numbers Briefed</u>
1. High School	47	5,782
2. College	27	1,077
3. Civic & Professional	19	1,167
Total:	93	Total: 8,026

Summary: CY 1975 and CY 1976

<u>Groups</u>	<u>Number of Briefings</u>	<u>Numbers Briefed</u>
1. High School	72	9,314
2. College	56	2,174
3. Civic & Professional	28	1,580
Total:	156	Total: 13,068

ADDITIONAL BRIEFINGS BY OTHER OTR OFFICERS:

1975 - 1 college briefing for 50 students
1976 - 8 college briefings for 238 students
1 civic and professional briefing for 50 people

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25 March 1977

SUBJECT: CIA Briefings of Professional Groups Since July 1, 1975

Brookings Institution Sponsored Conferences of

Business Executives circa 30 participants each time - 10 or 11 each year

Brookings Institution Sponsored Conference of

School of Business Federal Faculty Fellows Program -

20 participants - 1 a year

Harvard Business School Alumni - 200 participants - once

American Institute of Aeronautics and Astronautics -

150 participants - once

Representatives of state universities -

Conference on Minority Employment - 30 universities - 75 participants

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25 March 1977

SUBJECT: DDI Outreach to Academia and Professional Groups -
July 1, 1975 to December 31, 1976

<u>Meetings</u>	<u>Participants</u>	<u>Attendees</u>
194	69	395

DDI Briefing of Washington Chapter of American Political Science Association - 100 participants

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Let's discuss
on your return.
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CENTRAL INTELLIGENCE AGENCY
MANAGEMENT ADVISORY GROUP

18 November 1970

MEMORANDUM FOR: The Executive Director-Comptroller

SUBJECT : The Agency's Image

1. In mid-May the Director asked the MAG to review the Agency's image and to inform him through you of our findings and recommendations. Since that time we have interviewed a number of agency officials about this matter, and have spent additional time in discussion and review among ourselves. Our major conclusion is, perhaps, too obvious: that the Agency's image is determined mainly by the quality of its work. No amount of public relations can hide or offset the damage done our reputation by poor analysis, sloppy operations, or other forms of ineptitude. This study does not specifically address the problem of achieving excellence. Rather it concentrates on communication.

2. In the main, our discussions have revealed a balance sheet with regard to the Agency's image. Due largely to the emergence of new values among the young, and to some extent within the general public, our share of professionals drawn from the nation's colleges is significantly reduced, and our recruiters operate almost in stealth around campus fringes. The fact that there is so little information about either the intelligence profession or CIA available to the public gives the moderate person little knowledge against which to evaluate 25X1C the sensational charges sometimes made against us. There is

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downgrading and
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see some danger to our good standing with Congress in the President's tendency to use the Agency covertly in domestically unpopular causes.

3. The balance sheet is not all red ink, however. We understand that at present our relations with Congress and the White House are sound. Recent efforts by the media to involve the Agency in "hot" press issues have had short-term impact, at most. The monthly flow of unsolicited professional applicants for employment greatly exceeds our hiring capacity. And business, alienated somewhat by the National Student Association expose, is again cooperating in furnishing both non-official cover and useful information.

4. We recognize that present policy is aimed at keeping the CIA profile as low as possible, and that our public relations posture is fundamentally defensive. We endorse this policy as preferable to an all-out public relations offensive. Yet, we believe that it would be both prudent and possible to build greater public knowledge and acceptance of the intelligence profession and of CIA's role in the government through a program of "institutional advertising". If such a course were adopted it might provoke some public reaction (especially media reaction), but within broad limits such a response should be tolerated rather than feared.

RECOMMENDATIONS

A. We believe that the Agency's image would be aided by two kinds of publications. The first, a general statement which described how the CIA fits into the spectrum of government activities, would include a brief history of the events which caused CIA to be created, an analytical/reporting statement of the laws governing our activities, a description of our relationship to other intelligence agencies, and documentation about the strict controls placed upon our activities by both the legislative and executive branches of government. This study would be an inexpensive reference work for distribution by the Government Printing Office to libraries, scholars, or the curious public. The second publication we suggest is an authoritative study of the Intelligence Community. This

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work should be written by a scholar doing independent research for an organization such as the Brookings Institution. It could be a book, a monograph, or a chapter in a textbook.

B. It would be most helpful if the PFIAB would make an annual, low key public report about the intelligence community as a whole, with occasional more detailed reports on the various components.

C. The PFIAB should encourage the Smithsonian Institution to develop an "Intelligence Exhibit" which traces the role of intelligence from the Revolution to the satellite. It should be a broadly focused exhibit which also portrays the gathering of data by businesses, banks, and scholars in order that they can function more effectively and act more wisely. A short film in conjunction with such an exhibit would be an effective way to use the motion picture medium. Beyond suggesting this project and giving limited research support, the hand of the intelligence community should not be visible.

D. Encourage selected Agency retirees to write articles about their experiences for high quality magazines and journals. Topics might include the ways in which information and analysis were used at times of great national tension, a description of the demands and deadlines faced by the various offices, or our role as a "think tank". Some articles from past issues of Studies in Intelligence should be considered for general release.

E. Encourage employees who are not under cover to attend meetings of professional societies without even informally trying to hide their place of employment. In the same vein, we recommend wider contact between Agency scholars and those outside through Agency-sponsored conferences on special subjects. And we believe that broader substantive exchanges with members of the business community -- both in the US and with US company officials overseas -- would be beneficial to both participants.

F. The Agency's summer intern program should be continued, with even greater emphasis upon its good management. Interns should have broad exposure to CIA's best work.

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G. Increase the distribution of clearly identified Agency reference materials which are unique. Map folios have been well received by schools and scholars, and we should make available other fruits of our research such as basic economic analysis on selected areas.

H. Continue to deal with the press through background briefings when appropriate. Encourage press analysts to exchange their views and insights on a wide variety of subjects with us, perhaps in a manner similar to OTR's recent presentation of Richard Scammon and other outside speakers.

I. Develop substantive seminars about CIA's role in the government for representatives of other agencies with whom we deal in the field. Promote the idea that we all work for the same government, with ultimate direction from the same set of superiors.

J. Internally, continue the State of the Agency address, widening its effect by producing a transcript for the perusal of employees who cannot attend. Encourage more open intradirectorate communication in the mode of the State of the Agency address, so that employees will be able to see, hear, and query their deputy directors on matters important mainly to their own components. Whenever possible, encourage the members of the top management to make some contact with their employees in the areas where they actually work. A Deputy Director should be known as a person, not as a designator on an office door.

K. Finally, the DCI is a public figure and should have at least occasional structured exposure outside the White House and the committees of Congress. We are confident that he would be well received at an occasional prestigious speaking engagement or in a television interview conducted by a sophisticated journalist. Allen Dulles' hour on television was a distinct plus for the intelligence profession, we believe, in its philosophical tour d'horison.

THE MANAGEMENT ADVISORY GROUP

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22 November 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Agency Image

1. In response to your concern about the Agency's public image and its impact on recruiting, press coverage, and Congress, MAG has pursued the subject in interviews and discussions. Although much of the adverse reporting of Agency activities may subside in the post-Watergate period, MAG believes that the Agency must be more forthcoming in areas where public disclosures can be made without jeopardizing operations.

2. MAG has found some examples of activities which could be judiciously publicized and which, we believe, would reflect credit on the professionalism and imagination of Agency personnel. They appear to fall generally into two areas: intelligence reports (including cartographic materials) for areas where travel is limited and published information lacking; and technological innovations where the Agency has been instrumental in developing new collection, processing or analytical techniques.

3. Examples of intelligence reporting which might be considered for broader public dissemination include:

—Basic economic facts and cartographic materials such as the "China Atlas" prepared for President Nixon's trip to the PRC. This is regarded by some as the finest document of its kind in the public domain.

—Release of Soviet, East European, and China base maps which are unclassified but not available to the public.

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—Release of portions of economic handbooks on denied areas for use in the academic and research community where details will not compromise sources.

—Informational statements on current topics especially designed for wide dissemination in Congress. The purpose of such reports would be to raise issues rather than predict outcomes.

4. MAG believes that political and biographical assessments are generally less in demand and may create more than smooth controversy on the Agency's views. Similarly, military evaluations probably would compromise sources and methods and are best released through declassified Congressional testimony.

5. Examples of technological innovation in which the Agency has played an important role must be carefully chosen and will consist primarily of historical summaries or, perhaps, current systems with non-military applications.

—The growth of food supply forecasting as an example of the policy support role played by the Agency could serve as a theme for an article or briefing.

—A description of intelligence data handling and retrieval techniques, as well as new, miniature data storage designs will appeal to certain audiences.

6. Once again, MAG recognizes that careless handling of such issues could do the Agency more harm than good, but knowledgeable individuals may be able to propose constructive ways to publicize such activities and should be able to propose additions to this list of examples.

7. In addition to DCI briefings and the selected release of materials, MAG urges that the Agency con-

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tinue its more relaxed policy with regard to overt Agency personnel publishing in professional journals. It might be desirable to admit Agency affiliation for the writer but include the "official view" disclaimer. Such a policy permits research personnel in some areas such as economics to serve a tour in the Agency and still maintain professional visibility through publications. Because this is an important consideration in returning to the academic world, recruiting in universities may be facilitated.

8. MAG also recommends that the Agency public relations office be expanded somewhat. There are limits to what two men can do and if the Agency is to take an initiative in searching for ways to improve its public image, it will take time and additional personnel to do it.

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